

Risk Pool Peer Review Committee Report
Children's Network of Southwest Florida – Circuit 20
(Charlotte, Collier, Glades, Hendry, and Lee Counties)

Fiscal Year 2018-2019

October 2018

Executive Summary:

Children's Network of Southwest Florida (CNSWFL) submitted an application for risk pool funding on August 15, 2018. The application was subsequently reviewed by the Suncoast Region and with the concurrence of the Regional Managing Director was submitted to the Office of the Deputy Secretary.

The department established a Risk Pool Peer Review Committee pursuant to section 409.990(7), Florida Statutes, for state fiscal year (FY) 2018-2019. The Risk Pool application process was informed by lessons learned from the prior year reviews as well as the availability of extensive additional information from reports developed pursuant to proviso language included in the General Appropriations Act (Specific Appropriation 322) for FY 2017-2018. In compliance with this proviso language, the department completed a comprehensive, multi-year review of the revenues, expenditures and financial position of all Community-Based Care Lead Agencies (CBCs) including a comprehensive system of care analysis. This submission also included a financial viability plan from all lead agencies.

The Risk Pool Protocol provided for priority consideration for any CBC with increased removals based on a 12-month moving average from May 2016 to May 2018. This criterion was based on the experience from prior year reviews that found that significant increases in removals were a key indicator of financial vulnerability for a lead agency. Tier one for priority consideration was lead agencies with an increase in removals of 10 percent or more. CNSWFL was in Tier two for priority consideration with a 5.35 percent increase in removals.

Due to the early application process this fiscal year, the Risk Pool Peer Review team conducted a preliminary review with relevant information available from multiple sources to make recommendations. The documents reviewed are below:

- Risk Pool Funding Application FY 2018-2019
- Financial Viability Plan (FY 2017-2018 and FY 2018-2019)
- Budget Projections provided by the CBC
- CBC Financial Viability Integrated Data Report
- [The Child Welfare Dashboard](#)
- [CBC Contract Monitoring Reports](#)
- CBC Contract Monitoring Survey Data
- CBC Contract Monitoring Data Packets
- [The Child Welfare Key Indicators Monthly Report](#)
- Florida Safe Families Network (FSFN) Aggregate Payment Data
- CNSWFL FY2017-2018 Risk Pool Report

As a part of the preliminary review, the team evaluated all available information from previous on-site visits, current data and monitoring reports to make a recommendation without an

additional on-site visit by this team. To resolve any outstanding questions, additional information was requested by the team from the CBC.

The Risk Pool Peer Review Committee for CNSWFL consisted of:

Lee Kaywork, Team Leader
Glen Casel, CEO, Community Based Care of Central Florida
Carol DeLoach, CEO, Communities Connected for Kids
Naomi McGowan, CFO, Family Support Services of North Florida
Catherine Macina, CFO, Community Based Care of Central Florida
JoShonda Guerrier, Assistant Secretary for Child Welfare
Barney Ray, Office of CBC/ME Financial Accountability
Billy Kent, Northeast Region Family and Community Services Director
April May, Suncoast Region Community Development Director
Alissa Cross, CBC Contract Monitoring Team
Melissa Stanley, CBC Contract Monitoring Team
Megan Wiggins, CBC Contract Monitoring Team

While the specific areas of review and analysis varied based on the unique needs and circumstances of each Region, Circuit and CBC, the following framework provided an outline for organizing the work of the Peer Review Committee.

Application Summary:

CNSWFL's application for risk pool funding requested \$3.5 million. This projection included a Maintenance Adoption Subsidy (MAS) deficit of \$801,643.

CNSWFL has seen a reduction of children entering out-of-home care as well as a reduction in the total number of children in out-of-home care. Additionally, CNSWFL has seen a significant improvement in many of its performance measures. CNSWFL attributes these improvements to investments made into the system of care and they are requesting risk pool funding to continue to support these changes.

Findings:

After review of the information provided, the Peer Review Committee was able to reach the following findings:

1. Findings related to the need for services and commitment of resources

- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), [CBC Contract Monitoring Reports](#))
- Summary below; see CBC Contract Monitoring Report, sections 2, 11, and 12 for more details

- 1.1. ***What is the relevant community context within which the child welfare system operates?***
- 1.2. ***This may include incidence of calls to the hotline, child poverty in the area, local factors that influence the need for services, etc.***
- 1.3. ***Factors may also include community resources available to meet the needs of children and families such as Children’s Services Councils, local governmental resources, or other unique factors.***

According to the Contract Monitoring Report:

Child Protective Investigations and Children’s Legal Services are provided by the department in Circuit 20. Case management services are subcontracted to Camelot (North and South) and Lutheran Services of Florida. Until recently, a third case management agency, Pathways Human Services of Florida, also provided case management services but gave notice to terminate their contract with CNSWFL in early 2018. At that time, CNSWFL brought a portion of case management operations in house. Camelot North provides case management, licensing and placement services in Charlotte county. Camelot South provides case management and placement services in Collier, Hendry and Glades counties. Lutheran Services of Florida and CNSWFL provide case management, licensing and placement services in Lee county. CNSWFL contracts with Children’s Home Society for the provision of independent living services in all five counties.

The median household income in two of the five counties (Collier and Lee) CNSWFL serves is higher than the statewide average. With the exception of Charlotte County, all of the counties, have a lower percentage of the population over 25 years of age that successfully completed high school. While a greater percentage of the population in Charlotte County obtained a high school diploma, when compared to the other four counties and the statewide average a greater percentage of the population over 25 years of age in Collier County has earned a college degree.

US Census Facts	Charlotte	Collier	Glades	Hendry	Lee	Florida
Median Household Income	\$44,865	\$59,783	\$34,143	\$37,552	\$50,390	\$48,900
Percent of population living in poverty	12.6%	11.4%	21.5%	25.1%	12.8%	14.7%
Percent of population over 25 years old with a college degree	20.8%	33.9%	8.9%	9.1%	26.7%	27.9%
Percent of population over 25 years old with high school diploma	89.4%	85.7%	74.4%	62.9%	87.0%	87.2%

Table 1. Data Source: census.gov/quickfacts/(2012-2016 v2016)

The number of reports accepted for investigation and the number of children entering out-of-home care has continued to increase in FY 2017-2018. The number of children receiving in-home and out-of-home services steadily increased while the number of children receiving family support services has fluctuated. The number of young adults receiving services has remained consistent during this same time period.

Service Area Data				
		Fy 2014/2015	Fy 2015/2016	Fy 2016/2017
Child Protective Investigations and Child Removals (Charlotte, Collier, Glades, Hendry, and Lee counties)	Children Entering Out-of-Home Care	883	1,005	1,237
	Reports accepted for Investigation by DCF (Initial & Additional Reports)	10,364	10,887	11,709
Children Served by Children's Network	Children Receiving In-Home Services	1,571	1,697	2,009
	Children Receiving Out of Home Care	1,937	2,198	2,513
	Young Adults Receiving Services	189	189	181
	Children Receiving Family Support Services	948	1,047	817

Table 3. Data Sources: Child Protective Investigation Trend Report, Child Welfare Dashboard, FSN OCWDRU Report 1006

While there are no local Children's Services Councils, CNSWFL has partnered with many local organizations and business which has improved the availability and access to services and experiences for children in care.

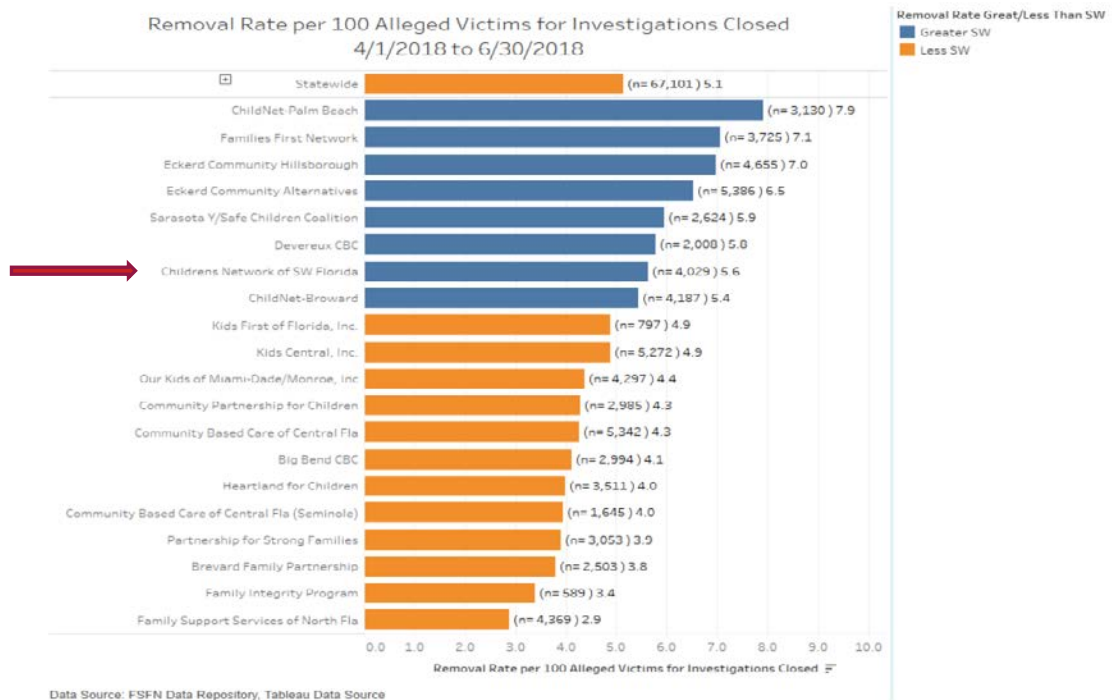
2. Findings related to protective services including removals, referrals for post-investigative services, activities to protect children without removal, and use of resources focused on prevention and intervention.

- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), [CBC Contract Monitoring Report](#))
- Summary below; see CBC Contract Monitoring Report, sections 5, 9, and 11 for more details

- 2.1. *What are the rates of removal, rates of verification, and other measures from protective investigations that affect the need for child welfare services? How have these measures changed over time and how do they compare with other areas of the state?*
- 2.2. *What activities are in place to provide support to protective investigators and families to permit children to remain safely in their homes? What services are provided with funds used for prevention and intervention?*
- 2.3. *How well integrated are the child protective investigations (CPI), safety management, and intervention services components? Are there case transfer issues that affect performance?*

As indicated in the application, Circuit 20 maintains a higher rate of removal per 100 alleged victims than the statewide average.

Removal Rate per 100 Alleged Victims for Investigations Closed
4/1/2018 to 6/30/2018



*Sep 2017 - Measure changed from per 100 children investigated to per 100 Alleged Victims.

This graph depicts the rate of children, served by CNSWFL, receiving in-home, out-of-home and family support services compared to the statewide average. In each category, CNSWFL's rate is higher than the statewide average with the most substantial difference being in the number of children receiving in-home services.

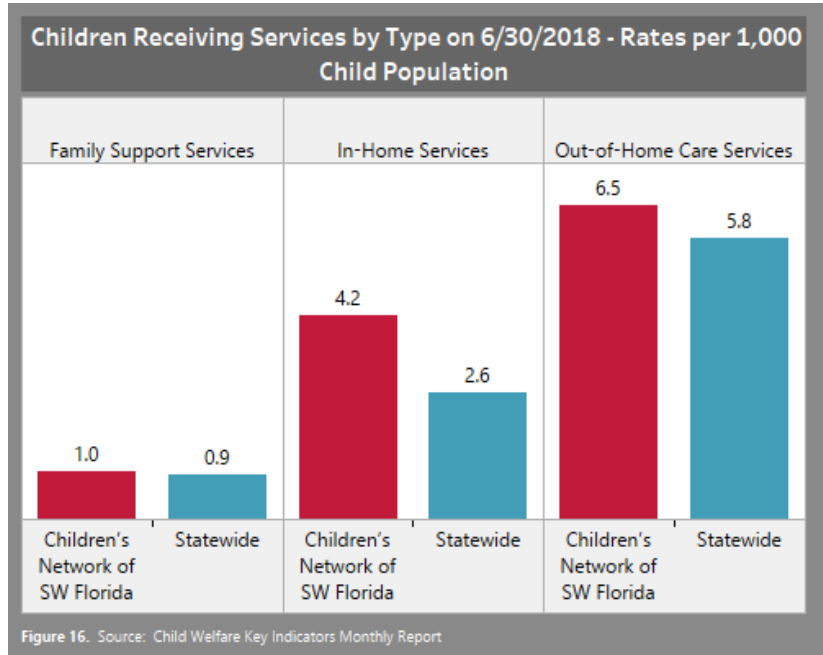


Figure 16. Source: Child Welfare Key Indicators Monthly Report

In July 2016, the Office of Child Welfare initiated a [Service Array Assessment](#) with each CBC across the state. The assessment focuses on evaluating the availability, access, and application of services for families involved with the child welfare system.

CNSWFL has family support services and safety management services available across the service area. They are currently rated by the Office of Child Welfare as a “2” for safety management services and a “3” for their family support services programs. Recognizing a need to expand the quality of services, efforts are being made to work with ACTION to bring in Family Connections for family support services, and to expand safety management services by creating a Intensive Family Support Team (IFST) to serve families in-home with intensive case management services. Survey results and focus groups indicate that work is still needed on ensuring investigations has the opportunity to provide feedback about the quality and array of services.

The region and CNSWFL use Barrier Breaker meetings to provide an opportunity for CNSWFL and department leadership to alleviate barriers to efficient operations. Resolution and new initiatives are sometimes made without input from front line staff and are not consistently trickled down; exacerbating feelings of frustration and often impeding efficiency. An opportunity exists to build relationships between investigators and case managers. Front line staff would welcome in-service co-training and joint events to further enhance relationships and improve communication as well as address barriers around the case transfer process.

3. Findings related to provision of services for children in care (both in-home and out-of-home)

- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), [CBC Contract Monitoring Report](#), CBC Financial Viability Report, CBC Financial Viability Integrated Data Report, CBC Budget Projections, and Florida Safe Families Network (FSFN) Aggregate Payment Data)
- Summary below; see CBC Financial Viability Integrated Data Report, CBC Budget Projections, CBC Financial Viability Report, and [CBC Contract Monitoring Report](#) for additional details.

- 3.1. What is the composition of the children in care including age cohorts, placement types, use of specialized higher cost settings, use of congregate care, etc.*
- 3.2. What is the cost of various placement types? To what extent are the rates paid for foster care (including care with various rates of intensity) and congregate care consistent with statewide norms (considering community context)? Have these rates remained relatively consistent over the past few fiscal years?*
- 3.3. What is the cost for dependency case management? Is this consistent with norms for such services? Have these rates remained relatively consistent over the past few fiscal years?*
- 3.4. To what extent is the CBC appropriately utilizing non-child welfare funding for services (such as DCF SAMH Funds, Medicaid, and other non-DCF funding sources).*

3.5. **What evidence exists that case management services are well-managed by the CBC?** (see overall management section for response)

Between July 2016 to present, CNSWFL has maintained just around 53% of the children in out-of-home care placed with relatives/non-relatives. In April 2018, there was a decrease to under 50% and that has maintained.

Source: FSFN Payments via Tableau software (OCA Disposition Dates through 8/31/2018)

Children's Network of SW Florida (Contract # HJ300)				
Total \$ of FSFN Payments to Licensed Residential Group Care (OCA LCRGE)				
Ages	FY2016-2017	FY2017-2018	Increase/(-Decrease)	% Increase/(-Decrease)
0-5	\$42,730	\$1,000	-\$32,730	-98%
6-12	\$1,148,450	\$1,367,031	+\$218,581	+19%
13-17	\$4,015,858	\$3,856,054	-\$159,804	-4%

CNSWFL does not rely on facility-based residential group care for children ages 0-5. They do, however, have a significant number of children ages 6-12 in residential group care; though the number is down from SFY 2016-2017. The cost for this age group increased despite the decrease in the number served likely due to an increase in the length of stay for this age group.

Children's Network of SW Florida (Contract # HJ300)				
Total Number of Unique Clients in Licensed Residential Group Care (OCA LCRGE)				
Ages	FY2016-2017	FY2017-2018	Increase/(Decrease)	% Increase/(Decrease)
0-5	8	2	-6	-75%
6-12	131	97	-34	-26%
13-17	246	196	-50	-20%

Children's Network of SW Florida (Contract # HJ300)				
Median Daily Rate \$ in Licensed Residential Group Care (OCA LCRGE)				
Ages	FY2016-2017	FY2017-2018	Increase/(Decrease)	% Increase/(Decrease)
0-5	\$50.00	\$20.00	-\$30.00	-40%
6-12	\$100.00	\$100.00	\$0	+0%
13-17	\$110.00	\$134.03	+\$24.03	+22%

As the number of children in residential group care increases, it puts a strain on available resources in those settings which leads to higher rates paid to residential group care providers.

Children's Network of SW Florida (Contract # HJ300)				
Total \$ of Payments by FSFN Service Type in Licensed Residential Group Care (OCA LCRGE)				
FSFN Service Type	FY2016-2017	FY2017-2018	Increase/(Decrease)	% Increase/(Decrease)
Group Home	\$3,927,369	\$3,787,354	-\$140,015	-4%
Residential Treatment-CBC Funded	\$599,834	\$597,110	-\$2,724	-0.4%
APD Group Home	\$342,144	\$339,071	-\$3,073	-0.9%
Enhanced Foster Care Group Home	Not separately identified	\$186,068		
Enhanced FC-Dev Dev Disabled	Not separately identified	\$131,555		
Shelter Facility (Res)	\$10,300	\$81,900	+\$71,600	

CNSWFL is paying about \$600,000 annually for some residential treatment placements and about \$340,000 annually for APD group home placements.

4. Findings related to exits from care including exits to permanence.

- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), [CBC Contract Monitoring Report](#), [Financial Viability Integrated Data Report](#))
- Summary below; see [The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), [Financial Viability Integrated Data Report](#), [CBC Contract Monitoring Report](#) – sections 4 and 11, for more details.

4.1. What is the performance of the CBC in the recognized measures of children achieving permanence? Do these findings indicate that children are not remaining in care for longer than necessary? Are these permanency achievement rates consistent across placement settings?

- 4.2. ***What contextual factors (such as Children’s Legal Services, dependency court dynamics, etc.) influence time to permanence for children served by the CBC?***
- 4.3. ***Has there been a change in the number of exits or time to exit that is materially influencing the cost of out-of-home care?***

Overall CNSWFL has seen an increase in children served in-home, an increase in children served out-of-home, but an increase in exits from out-of-home care. CNSWFL has consistently met performance measures associated with permanency, with the exception of Placement Moves per 1,000 days in Foster Care. While CNSWFL have not met this measure, they have seen significant improvement in the past fiscal year.

There are generally positive relationships between Children’s Legal Services (CLS), CNSWFL and the Judiciary. Surveys and interviews conducted by the CBC Monitoring Team indicate there has been significant improvement to the relationship in the past year, with many improvements on CNSWFL’s part to address judicial delays. While these have been successful, there are still ongoing efforts to improve. With the judiciary expected to turn over this year, CLS and CNSWFL will be partnering to adjust to the changes.

The number of children in group care has grown over the past several years. However, as of January 2018, the number of children in group care has been decreasing slowly. CNSWFL currently has no children under the age of 5 in group care. CNSWFL has seen an increase in the number of children ages 6-12 in group care but a decrease in the number of children ages 13-17 in group care.

5. Findings related to funding, fiscal trends, and fiscal management.

- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), CBC Financial Viability Report, CBC Financial Viability Integrated Data Report and CBC Budget Projections)
- Summary below; see CBC Financial Viability Integrated Data Report, CBC Budget Projections and CBC Financial Viability Report for additional details.

- 5.1. ***How has core services funding changed over time? (Financial) How has the CBC managed these changes? What adjustments to the available array of services have been made?*** (For service array response see section1)
- 5.2. ***How has any changes to core services funding contributed to any projected deficits for FY 2018-2019?***
- 5.3. ***In what ways are funding dynamics in the CBC unique or atypical of funding in other CBCs?***
- 5.4. ***What is the amount of the anticipated deficit for the current year? How reliable and valid are these projections?***
- 5.5. ***Are their options other than Risk Pool funding available to reduce the deficit?***

- 5.6. *If the Lead Agency meets the criteria for Risk Pool funding but the amount of funding available is insufficient to cover the projected deficit, what other options are available?*
- 5.7. *Are there fiscal practices that could be completed with greater efficiency in order to reduce the projected deficit?* (None were identified.)
- 5.8. *Has the most recent CPA audit indicated any issues that would affect the financial health of the organization?*

DCF Contract Funds Available at Year End (by Fiscal Year)	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Core Services Funding	\$23,739,204	\$24,616,130	\$29,437,016	\$31,234,509	\$33,969,362	\$34,042,548
Risk Pool Funding	\$0	\$0	\$0	\$0	\$0	\$0
CBC Operations "Back of the Bill" Funding	\$0	\$0	\$748,936	\$0	\$0	\$0
Other Amendments to Initial Allocations	\$112,229	\$77,459	-\$122	\$41,571	\$71,146	\$0
Amended Core Services Funding	\$23,851,433	\$24,693,589	\$30,185,830	\$31,276,080	\$34,040,508	\$34,042,548
Funding not defined as Core Services Funding						
Independent Living (IL and Extended Foster Care)	\$839,371	\$839,371	\$839,371	\$839,371	\$1,499,645	\$1,894,864
Children's Mental Health Services (Cat 100800/100806)	\$424,428	\$424,428	\$424,428	\$424,428	\$424,428	\$424,428
PI Training, Casey Foundation or other non-core svcs	\$172,030	\$950,000	\$0	\$0	\$0	\$0
Safety Management Services (Nonrecurring)	\$0	\$0	\$0	\$504,610	\$0	\$504,610
Total at Year End	\$25,287,262	\$26,907,388	\$31,449,629	\$33,044,489	\$35,964,581	\$36,866,450

CNSWFL received "back of the bill" funding for operating deficits related to FY 2014-2015 in FY 2015-2016 however, as shown in the chart above, Core Services funding has increased by more than \$9 million since FY 2014-2015 when the total was \$24.6 million. Increases for FY 2018-2019 were only about \$73,000, however CNSWFL did receive \$504,610 in non-recurring funding for Safety Management Services in order to provide them with additional financial resources.

Their allocation for Independent Living (IL) services has increased by over 100 percent since FY 2016-2017 with the largest increase in FY 2017-2018. CNSWFL has had a history of significant IL deficits in the range of \$1 million annually in the past, however their allocation for FY 2018-2019 of almost \$1.9 million should cover the projected costs for this program or at least come very close to doing so.

Projected Revenues

The due date for risk pool applications for FY 2018-2019 from CBCs to the department was mid-August which was before the final FY 2017-2018 expenditures were completed by CBCs and submitted to the department. Therefore, applicant CBCs had to make some assumptions about their FY 2017-2018 carry forward surplus or deficit and any excess federal earnings as part of their revenue projections.

The total projected revenues by CNSWFL was \$45,779,278. CNSWFL used the initial allocations for July 1, 2018. However, an additional allocation of \$162,778 from Title IV-E funding for changes to the Extended Foster Care program effective January 1, 2019 will be allocated prior to January 2019. CNSWFL also included an estimated amount of carry forward surplus and prior year excess federal earnings. The

estimated carry forward surplus is understated by \$390,667. The amount estimated for excess prior year federal earnings is understated by \$21,746. Adjusting for these three corrections, the total revenues were \$46,354,470.

Projected Expenditures

The total projected FY 2018-2019 expenditures by CNSWFL was \$49,343,921. This total is **\$3,763,397 greater than the FY 2017-2018** actual expenditures reported of \$45,580,524. No Case Management Organization (CMO) deficits were identified in the risk pool application request or the budget projections provided.

The budget for **CNSWFL expenses** was about \$2 million greater than their actual expenditures from last year. The Emergency Shelter line is \$412,717 greater and Residential is \$168,231 greater. The only major line that is less is the **Lee County CMO** line which is about \$533,000 less than last year.

As disclosed in their risk pool application, CNSWFL included a projected **Maintenance Adoption Subsidy (MAS) deficit of \$801,643**. The budget for MAS is a pass-through of funding to adoptive parents which are provided for in a separate line-item of the General Appropriations Act.

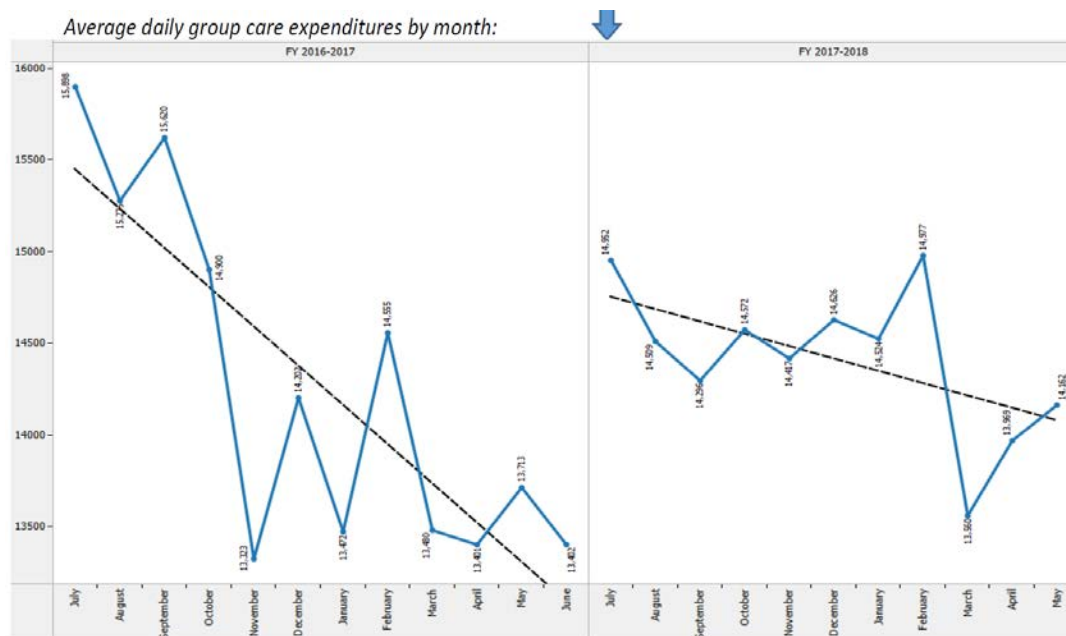
In their risk pool application, CNSWFL included increases for the following items:

Purpose	Amount of Increase
Case Management (increased labor costs for Camelot Community Care)	\$84,995
CNSWFL Salaries (Fill vacant positions and annualized positions filled in late SFY 2017-18)	\$815,829
CNSWFL Fringe Expenses (Health Insurance Premium Increase)	\$300,085
CNSWFL Operating Expenses	\$351,332
Family Support Services	\$258,801
Residential and Emergency Shelter	\$709,553
Therapeutic Foster Home Capacity	\$138,467
Foster Home Recruitment	\$100,000
Behavioral Analysis	\$67,500
Total	\$2,826,559

Within the Residential and Emergency Shelter increase of \$709, 553:

1. Daily rate increase for Oasis Shelter from \$100 to \$150 for total of \$124,000.
2. Daily rate increase for Youth Haven from \$100 to \$128 for total of \$403,924.
3. Other provider increased daily rates including Vision Quest (CSEC) and Attain, Inc (APD Group Home).
4. Contracted group home to open in FY 2018-2019 for \$181,626

CNSWFL projects their daily average facility-based residential group care will increase from \$14,440 per day – based upon the July 2017 through April 2018 average – to \$15,648 per day for all of FY 2018-2019.



SFY 2018-19 Financial Viability Plan

In the design and instruction for the Financial Viability Plan (FVP) templates, the department requested that CBCs identify their actions to address three primary cost drivers:

1. Factors related to entries into care
2. Factors related to the cost of children while in care
3. Factors related to exits from care

CNSWFL's FVP does contain actions to address the three primary cost drivers affecting their financial position. The actions include:

- o Continue Intensive Family Services Team (IFST) Case Management by increasing the percentage of in-home cases from 39% to 45%. (Net Cost Savings: \$116,600)
- o Continue to work with parents who need assistance and potential "lock-out" cases to prevent families from coming into care. No specific performance identified but cost savings stated as between \$6,000 and \$42,000 annually per child.

- o Reduce number of children ages 6-12 in licensed group care by identifying seven children to move from group care to relative/non-relative placements. (Cost Savings: \$204,000)
- o Continue to efficiently license quality foster home using a stream-lined PRIDE class where part of the class is taken on-line. This will reduce the training from 10 weeks to 5 weeks. Projected to add 145 foster homes. Stated as a potential cost savings of \$37,000 per year for each child placed in a foster home rather than a group home.
- o Expand Casey Rapid Permanency Reviews to all cases where children have been in out-of-home care for 18 months or more to reduce the number by 30. Potential cost savings of \$56,000.

The actions in the FVP contain specific measurable performance numbers for most actions. The plan does identify some projected cost savings although it is not clear that these were factored into the projected budget given the overall increase. There is conflicting information between information in the Risk Pool application, the projected budget and the FVP. Specifically, about substantial increases to specific provider group home rates and contracting with a new group home opening this year when the FVP includes actions to reduce the number of children in licensed group care.

Projected Deficit

The Risk Pool application requested \$3,564,643 which is the amount of the deficit projected by CNSWFL. Adjusting for an overstated estimate of additional revenues for prior year federal excess earnings, the understated carry forward surplus, and the exclusion of a projected MAS deficit, the adjusted projected deficit is \$2,415,447 or 5% greater than their projected revenues.

Adjustments to CNSWFL Projected Deficit	
Projected Deficit by CNSWFL	\$3,564,643
1. Reduction for projected MAS deficit	-\$801,643
2. Understated balance of Carry Forward surplus funds	-390,667
3. Increase in IL Funding for 1/1/2019	-162,778
4. Understated balance of federal excess earnings from prior year	+21,746
Adjusted Projected Deficit	\$2,187,808

No findings were identified in the most recent CPA audit of June 30, 2017.

6. Findings related to overall management.

- Sources: ([CBC Contract Monitoring Report](#), Financial Viability Plan)
- Summary below; see [CBC Contract Monitoring Report](#) – Sections 4 and 11, and the Financial Viability Plan for more details.

- 6.1. *To what extent is there clear and effective communication between and among the Region, the CBC, the Sheriff (if applicable), case management organizations, and other key community partners?*
- 6.2. *How actively and effectively does the CBC management track programmatic performance and fiscal performance?*
- 6.3. *What actions have been taken by the Region and/or the CBC to resolve the fiscal issues without accessing the Risk Pool? What further actions are planned?*

According to CBC monitoring, the Region and CNSWFL leadership have a positive working relationship and are typically able to resolve issues; there has been significant improvement in the past year. The relationship improvement that leadership has experienced has not been seen by the front line staff at this time. Interviews during on-site monitoring in July 2018 indicated that resolutions and new initiatives are sometimes made without input from front line staff and are not consistently trickled down, which often exacerbated feelings of frustration and impeded efficiency. An opportunity exists to build relationships between investigators and case managers.

CNSWFL utilizes FSN reporting to gather information to drive performance improvement initiatives. Individual department leaders are expected to gather and analyze data to manage employee performance. Team meetings are held with various CNSWFL leadership staff to review and discuss quality reviews, initiatives and performance. Monthly Case Management Agency Directors' meetings, monthly contract meetings, quarterly Alliance meetings and weekly data meetings are held to discuss data and performance. CNSWFL recently began using Mindshare, a platform that interfaces with FSN to isolate key data points and generate real-time task lists for front line staff. This was viewed as an asset by front line staff and they reported that it helped them manage their workload more efficiently. In the near future, CNSWFL plans to expand their use of Mindshare technology to generate predictive analytics in an effort to identify, and intercede on, cases with the potential for re-maltreatment prior to it occurring.

In FY 2017-2018, CNSWFL applied for Risk Pool funding. Because CNSWFL did not actually project a deficit, the Risk Pool Peer Review Committee did not recommend Risk Pool funding. The review team made recommendations and CNSWFL has been making efforts to address those recommendations as indicated by the chart below:

Risk Pool Recommendations	CNSWFL Update
CNSWFL and the Region should continue to work together to address the judiciary challenges. If not already occurring, there should be monthly meetings to include CNSWFL CEO and leadership, the RMD, the CLS managing and supervising attorneys, the GAL director and the CMO Leadership	CNSWFL meets with the judiciary at regularly scheduled Brown Bag meetings, Community Alliance meetings, as well as periodically at various hearings. Recently, there was a rotation of judges in Charlotte, Lee, Collier and Hendry Counties. CNSWFL provided information on the unique

	<p>services and specialty units within CNSWFL to the Lee and Charlotte County Judges. CNSWFL is in regular contact with CLS Leadership and is meeting with GAL leadership in September. The new RMD for the Suncoast Region (Ms. Lisa Mayrose) attended the contract team meeting in Lee County.</p>
<p>CNSWF should consider a centralized placement process.</p>	<p>CNSWFL has a centralized placement process that CMOs and contracted Child Placing Agencies utilize to communicate and coordinate foster home placements. There is a distribution list where all Placement Matching Tools are sent when a foster home placement is requested. The placement specialists from each Child Placing Agency review all available placements under their purview for a home that matches the needs of the child(ren). The Placement Specialist contacts the requesting CMO when a possible placement is identified. As soon as a Foster Home is matched to a child or sibling group, the requesting CMO notifies the Placement Specialists through the distribution list. If multiple placements are identified, a conference call is held to determine the most appropriate placement. The conference call is chaired by CNSWFL licensing staff. This process allows multiple agencies to search for a placement match simultaneously. Each agency's placement specialist is intimately familiar with the Foster Parents they license and support. They know which of their homes have capacity both in the physical space of the home and the ability of foster parent.</p>
<p>CNSWF and the Region should closely evaluate the new initiatives and adjust</p>	<p>CNSWFL closely monitors the data on IFST referrals and has added a second IFST team to Lee County in response to</p>

<p>as necessary to needed changes more quickly than they have in the past.</p>	<p>an increase in referrals from the CPIs. CNSWFL has also added a second staff to help with Cross Over children and PNA referrals. In response to the increase in parental Opioid issues, CNSWFL has added a trained Peer Recovery Specialist to the reunification team. CNSWFL is currently evaluating the Safety Management program for service improvements and efficiencies. This topic was added as an agenda item for the August "Barrier Breakers" meeting with the Region and Circuit 20 CPI leadership. As a result, the program is being adjusted to meet the needs of the CPIs and to increase program capacity. CNSWFL has also entered into a pilot project with our local DCF/CPI Partners whereby CPI will have a safety plan manager that will work in concert with CPI and is designed to result in less restrictive placement of children.</p>
<p>CNSWF and the Region should continue to work on communication issues.</p>	<p>CNSWFL with the help of our DCF partners has continued to develop our relationship through monthly Barrier Breaker and robust contract meetings that allows for frank discussions that focuses on problem solving. CNSWFL and the Region are in regular communication regarding presenting issues and participate in joint planning on services and resource allocation. We will continue to nurture our communication efforts with the idea that improved communication will result in better processes, practices and service to the families.</p>

Summary of Findings:

Based on the information reviewed the Risk Pool Review Committee was able to affirm the following:

- CNSWFL has made significant improvement in performance in the past fiscal year. Improvements include performance measures and systemic issues that were presenting barriers to service delivery.
- CNSWFL has seen a significant increase in Core Funding over the past five years.
- The following items do not meet Risk Pool funding criteria:

Adjusted Projected Deficit	-\$2,187,808
Case Management (increased labor costs for Camelot Community Care)	\$84,995
CNSWFL Salaries (Fill vacant positions and annualized positions filled in late FY 2017-2018)	\$815,829
CNSWFL Fringe Expenses (Health Insurance Premium Increase)	\$300,085
CNSWFL Operating Expenses (annualized cost increases)	\$351,332
Residential and Emergency Shelter (Provider rate increases and addition of new group home in FY 2018-2019)	\$709,553
Total of items not meeting criteria	\$2,261,794
Adjusted Projected Surplus excluding items not meeting criteria	+\$73,986

- Review of FY 2018-2019 Financial Viability Plan identifies actions to reduce out-of-home care costs however it is unclear whether or not this is reflected in their projections and request for risk pool funding.
- Review of FY 2018-2019 Financial Viability Plan indicates that CNSWFL is taking actions to address the challenges with their placement process. Recent on-site monitoring found that these challenges are still present and the placement process is not centralized, which is negatively impacting their system of care.

Recommendations:

Based on the analysis of the CNSWFL budget and the information provided, the Risk Pool Review Committee recommends no distribution of risk pool funding at this time. However, the effectiveness of the actions in CNSWFLs financial viability plan and any additional, updated financial information should be resubmitted to the Risk Pool Review Committee for review in January for a final determination of any future distribution.